

## **CITY ATTORNEY'S OFFICE 2004 OFFICE WORK PLAN**

### **MISSION STATEMENT**

The mission of the City Attorney's Office is to deliver high quality, cost-effective legal services that are responsive to the City's adopted policies, goals, and objectives; to assist the City in managing its financial exposure to claims brought against the City; and to promote public safety by aggressively prosecuting all gross misdemeanor, misdemeanor and petty misdemeanor crimes that occur in the City.

### **ORGANIZATIONAL VALUES**

- Commitment to highest ethical standards
- Excellence as attorneys and legal services providers
- Problem solving orientation
- Productive work ethic and equitable and respectful work environment
- Collaborative interaction with City departments, other governmental entities, and the community
- Prudent stewards of the public's money

### **PRIMARY BUSINESS LINES**

Provide a broad range of high quality, cost-effective legal services to the City's elected officials, departments, and independent boards and commissions so that the City's policy objectives are achieved and the City's liability exposure is minimized

Prosecute crimes of violence, livability crimes, and other crimes that occur in the City so that justice is served, crime is reduced, and the residents' sense of safety within our community is increased

### **ALIGNMENT WITH CITY GOALS**

The City Attorney's Office mission statement, business lines, current business plan, and 2004 work plan support the City's adopted goals.

1. Build Communities where all people feel safe and trust the City's public safety professionals and systems
2. Maintain the physical infrastructure to ensure a healthy, vital and safe City
3. Deliver consistently high quality City services at a good value to our taxpayers
4. Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets
5. Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth
6. Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis
7. Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities
8. Strengthen City government management and enhance community engagement

### **2004 WORK PLAN RELATIONSHIP WITH THE 2004-2008 BUSINESS PLAN**

The City Attorney's Office adopted its initial business plan in 2000. That plan is in the process of being revised to conform to the City's adopted five year financial plan. This revision should be completed and

distributed for peer review by December 15, 2003. Nonetheless, the initiatives in the 2004 work plan are directly related to business lines and service activities identified by the team revising the business plan.

### **SERVICE ACTIVITY: Assist the City in managing its financial exposure to claims and lawsuits**

- Initiative 1: Litigate and contain the City's liability exposure by defending claims and lawsuits that result from the City's risk generating activities.

#### *Performance Measures:*

- ✓ *Number of adverse matters open at year end* 4<sup>th</sup> Quarter
- ✓ *Number of adverse matters closed during the year* 4<sup>th</sup> Quarter
- ✓ *Dollars spent because of City's risk generating activities* 4<sup>th</sup> Quarter

- Initiative 2: Minimize the City's liability by analyzing Minneapolis Police Department (MPD) key liability indicators from previous years; designing a training curriculum to address the MPD response to requests for services; and training identified MPD sworn and civilian personnel at scheduled in-service classes and at precinct roll calls.

#### *Performance Measures:*

- ✓ *Training plan and curriculum developed* 1<sup>st</sup> Quarter
- ✓ *Training delivered to identified MPD personnel as scheduled* 3<sup>rd</sup> Quarter

- Initiative 3: Assess the cost of attorney staff time and resources that were expended in 2003 in defense of MPD misconduct cases.

#### *Performance Measures:*

- ✓ *Completion of assessment and report to Mayor & Council* 2<sup>nd</sup> Quarter

### **SERVICE ACTIVITY: Provide high quality legal services to the City's elected officials, its departments and staff**

- Initiative 1: Support the City's elected officials and departments by providing high quality legal advice.

#### *Performance Measures:*

- ✓ *Number of requests received for advice or other services* 4<sup>th</sup> Quarter
- ✓ *Average number of requests for service per attorney* 4<sup>th</sup> Quarter
- ✓ *Percentage of City Council committee meetings staffed* 4<sup>th</sup> Quarter

- Initiative 2: Propose solutions to identified barriers to full implementation of rehabilitation options available under MCO, Chapter 249.

*Performance Measures:*

- |   |                         |
|---|-------------------------|
| ✓ Sources of rehabilitation management expertise identified for City funded rehabilitation under Chapter 249                                  | 3 <sup>rd</sup> Quarter |
| ✓ Work with appropriate City departments to devise criteria for placing buildings on Chapter 249 boarded list for City ordered rehabilitation | 3 <sup>rd</sup> Quarter |
| ✓ Review and revise Chapter 249, as necessary, to implement proposed solutions  | 4 <sup>th</sup> Quarter |

- Initiative 3: Assist the City in completion of the Community Planning and Economic Development (CPED) transition needs by continuing to identify transition and legal services needs.

*Performance Measures:*

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|---|-------------------------|
| ✓ Provision of necessary assistance during continued transition period for CPED | 2 <sup>nd</sup> Quarter |
| ✓ Complete and present legal services agreement to CPED director for execution  | 4 <sup>th</sup> Quarter |

- Initiative 4: In consultation with the City's elected officials and staff, design a plan for review of the City's regulatory framework and propose a way to streamline or improve the City's regulatory processes.

*Performance Measures:*

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|--|-------------------------|
| ✓ Review of legal obligations completed  | 3 <sup>rd</sup> Quarter |
| ✓ Completion and presentation of 5-year plan for Regulatory Services and Inspections | 4 <sup>th</sup> Quarter |

- Initiative 5: Perform comprehensive review of airport issues, including "fuel dumping" by airlines, which impact the City's communities

*Performance Measures:*

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|---|-------------------------|
| ✓ Completion of legal review and presentation to Mayor and City Council | 1 <sup>st</sup> Quarter |
|---|-------------------------|

- Initiative 6: Develop an enhanced office focus on "preventative law" practice for Mayor and City Council

*Performance Measures:*

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|---|-------------------------|
| ✓ Develop plan to provide elected officials a summary of relevant legal issues on a regularly scheduled basis | 2 <sup>nd</sup> Quarter |
| ✓ Consult with elected officials and revise the Legal Services Protocol as necessary                          | 3 <sup>rd</sup> Quarter |
| ✓ Alert elected officials to potential legal issues as they occur   | Ongoing                 |

- Initiative 7: Review executed Service Agreements with MCDA, Police Department, Fire Department, Human Resources Department, Health and Family Support Department, Operations and Regulatory Services Department, Risk Management, Communications Department and Civil Rights Department to determine whether they accurately reflect the legal needs of the City departments.

*Performance Measures:*

- ✓ All existing service agreements reviewed and amended as necessary 4<sup>th</sup> Quarter

**SERVICE ACTIVITY: Provide high quality legal services to the City's independent boards and commissions**

- Initiative 1: Support the work of independent boards and commissions by providing high quality, cost effective written advice and legal services

*Performance Measures:*

- ✓ Number of requests received for advice or other services 4<sup>th</sup> Quarter
- ✓ Average number of requests for services per attorney 4<sup>th</sup> Quarter

- Initiative 2: In collaboration with the Human Resources Department, assist the newly selected Ethics Board by providing legal advice in development of Board procedures and rules and continue the implementation of the City's new ethics ordinance

*Performance Measures:*

- ✓ Board procedures and rules developed 1<sup>st</sup> Quarter
- ✓ Provide legal advice to Ethics Board Ongoing
- ✓ Employee training on ethics ordinance completed 2<sup>nd</sup> Quarter

**SERVICE ACTIVITY: Aggressively prosecute livability crimes that occur in the City of Minneapolis**

- Initiative 1: Prosecute chronic offenders identified by the Minneapolis Police Department (MPD) and the City Attorney's Office by seeking significant jail time or other appropriate sanctions

*Performance Measures:*

- ✓ Percentage of chronic offenders that were prosecuted by the City Attorney's Office 4<sup>th</sup> Quarter
- ✓ Percentage of chronic offenders who did not reoffend 4<sup>th</sup> Quarter

- Initiative 2: Enhance the office's prosecution of perpetrators of domestic violence crimes by providing a prosecutor to the MPD Family Violence Unit (FVU) to support evidence-based prosecution of domestic assault cases, as long as grant funding continues

*Performance Measures:*

- ✓ *Prosecutor assigned to work with MPD FVU* 1<sup>st</sup> Quarter
- ✓ *High-risk misdemeanor and gross misdemeanor domestic assault cases evaluated, prioritized and referred for investigation by CAO prosecutor* 4<sup>th</sup> Quarter

- Initiative 3: In collaboration with MPD, develop training for police officers and prosecutors on a domestic assault topics

*Performance Measures:*

- ✓ *Develop and deliver training for police officers and prosecutors on domestic abuse topics* 4<sup>th</sup> Quarter

**SERVICE ACTIVITY: Continue the City Attorney's Office proactive involvement in improving the criminal justice system**

- Initiative 1: Design, acquire, install and implement a new prosecution case management system

*Performance Measures*

- ✓ *Business process re-engineering and buy/build analyses completed* 2<sup>nd</sup> Quarter
- ✓ *Request for Proposal for City Attorney's Office prosecution case management system completed and distributed, responses evaluated, and vendor selected* 4<sup>th</sup> Quarter

- Initiative 2: Continue the nuisance night hearing pilot program for certain livability offenses committed in the 1<sup>st</sup> precinct

*Performance Measures*

- ✓ *Train all MPD 1<sup>st</sup> precinct officers in the use of the administrative enforcement and hearing process for the nuisance night hearing program* 1<sup>st</sup> Quarter
- ✓ *Collaborate with CCNP restorative justice program and Hennepin County Community Corrections department STS program to establish their respective roles in the nuisance night hearing program* 1<sup>st</sup> Quarter
- ✓ *Analyze number and type of offenders cited under the administrative enforcement and hearing process referred to the CCNP restorative justice program* 4<sup>th</sup> Quarter
- ✓ *Analyze number and type of offenders referred to STS in lieu of payment of fines* 4<sup>th</sup> Quarter
- ✓ *Evaluate effectiveness of the nuisance night hearing program pilot project* 4<sup>th</sup> Quarter

- Initiative 3: If initiated by Hennepin County District Court, support the Court's modifications to the criminal justice system to implement same day/next day arraignments

*Performance Measures*

- ✓ *In collaboration with Hennepin County District Court and the MPD, design a "same day/next day" arraignment calendar* 1<sup>st</sup> Quarter
- ✓ *Staff all "same day/next day" arraignment calendars* Ongoing
- ✓ *Analyze effectiveness of same day/next day arraignments* 4<sup>th</sup> Quarter

- Initiative 4: Continue collaboration with the Hennepin County District Court to operate a Mental Health Court that includes a strong focus on the impact of mental health issues on livability crimes

*Performance Measures*

- ✓ *Support Hennepin County's mental health court* Ongoing
- ✓ *Staff all mental health court calendars* Ongoing
- ✓ *Support Hennepin County's efforts to establish a reporting center and obtain grant funding for the mental health court* 4<sup>th</sup> Quarter

**SERVICE ACTIVITY: Actively collaborate with neighborhoods on community justice**

- Initiative 1: Continue the Community Attorney assignments in the First, Third and Fourth Police Precincts to assist the Office's prosecution of high priority offenders; assist the community in providing community impact statements; and assist the police officers in developing the evidence needed for effective prosecutions.

*Performance Measures:*

- ✓ *Number of chronic offenders in the 1<sup>st</sup>, 3<sup>d</sup> and 4<sup>th</sup> precincts identified by community attorneys and prosecuted by the City Attorney's Office* 4<sup>th</sup> Quarter
- ✓ *Number of meetings attended by community attorneys in the community* 4<sup>th</sup> Quarter
- ✓ *Assist neighborhood and community organizations in the 3<sup>rd</sup> and 4<sup>th</sup> precincts in preparing community impact statements on cases of interest to the community* Ongoing

- Initiative 2: Collaborate with the City's neighborhood restorative justice programs so that concerns about livability are addressed

*Performance Measures*

- ✓ *Review and refer appropriate cases to neighborhood restorative justice programs* Ongoing
- ✓ *Review and adjust, as appropriate, case referral processes and eligibility guidelines* 4<sup>th</sup> Quarter
- ✓ *Increase expansion of neighborhood cases referred to restorative justice by 10%* 4<sup>th</sup> Quarter

- Initiative 3: Through the Community Prosecution Planning Grant, address the multiple challenges of chemical dependency, mental illness and homelessness as causes of recidivism among chronic offenders

#### *Performance Measures*

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|---|-------------------------|
| ✓ <i>Identify the causes of recidivism among offenders committing livability crimes</i>   | 1 <sup>st</sup> Quarter |
| ✓ <i>Identify the barriers to chronic livability offenders receiving effective mental health, chemical dependency and housing related services identified</i> | 1 <sup>st</sup> Quarter |
| ✓ <i>Analyze best practices in other jurisdictions for handling chronic offenders who commit livability offenses</i>  | 1 <sup>st</sup> Quarter |
| ✓ <i>Complete final report and recommendations</i>  | 2 <sup>nd</sup> Quarter |
| ✓ <i>Apply for community prosecution implementation grant</i>   | 1 <sup>st</sup> Quarter |

- Initiative 4: Continue collaboration with the African American Men Project (AAMP) and support the AAMP's "Right Turn Project" to divert eligible participants to appropriate programs.

#### *Performance Measures*

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|--|-------------------------|
| ✓ <i>Work with law firms and individuals in the private bar to provide needed civil legal services to participants in the "Right Turn Project"</i> | 1 <sup>st</sup> Quarter |
| ✓ <i>Continue active engagement in AAMP, African American Family Services and Hennepin County Community Corrections</i>                            | 4 <sup>th</sup> Quarter |
| ✓ <i>Number of cases where Community Attorneys assisted individuals referred to the AAMP Right Turn Project</i>                                    | 4 <sup>th</sup> Quarter |

### **2004 MAYOR'S RECOMMENDED BUDGET**

**Allocation:** \$10,183,763

- Civil Division: \$4,490,411
- Criminal Division: \$5,693,352

### **Financial Plan**

#### **Key Issues:**

The Mayor's recommended budget includes a commitment of \$2.8 million for a new case management system. The Mayor's recommended budget includes additional dollars necessary to meet the increasing rent obligations under the City Attorney's Office current lease. Developing a plan to address the City Attorney's Office space needs must be a priority in 2004. Funding to adequately staff the Criminal Division remains a problem. The City needs to find a stable source of funding to replace federal block grant dollars which are likely to decline. Further, the average caseload per criminal prosecutor far exceeds generally accepted caseload standards.

## **WORKFORCE DEVELOPMENT**

2003 Adopted Budget Number of FTEs: 102.63

- Complete recruitment process and hire Deputy City Attorney
- Conduct respect in the workplace training for all City Attorney's Office employees
- In conjunction with Human Resources Department, complete the Team Leader Development Program
- Implement the office's mentoring program
- Improve the knowledge, skills, abilities of Legal Typists and Office Support Specialists
- Design and implement a cross-training program for the Legal Typists and Office Support Specialist positions in the City Attorney's Office
- Continue ongoing training of the office's managers and supervisors

JMH:kc/WP/04